

## PROFESSIONAL INPUTS OF FACILITY MANAGEMENT TEAM AND ITS ROLE IN CORPORATE ORGANIZATION PROPERTIES

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### ABSTRACT

*The study examined the impact of professional inputs of facility management team and its role in corporate organization properties in Port Harcourt, Nigeria. The study adopted a survey research design and a mixed method of data collection. Five (5) corporate organizations in Port Harcourt were selected for the study namely: MTN, First Bank, Dufil Prisma, Hotel Presidential and Port Harcourt Shopping Mall. The sampling techniques used were simple random sampling and purposive sampling techniques. The Taro Yamane formula was used to estimate the sample size of 132 respondents. A total number of 108 completed questionnaires were retrieved representing 82% of the questionnaires distributed and used for statistical analysis. The data collected were analyzed with descriptive statistical tools. In addition, semi-structured interview was conducted with the managers and analyzed with content analysis. The findings revealed that the professional inputs of facility management team and its role in corporate organization properties management include development, co-ordination and management of all core and non-core areas of specialist activities together with the building and its systems, plant, ICT, equipment and fittings with the aim of assisting corporate organizations to achieve its strategic objectives. The study therefore recommends that the emerging trend in the demand of model facilities should anchor on continuous up-grading of facilities and its services, Management should introduce modern technology in tackling facilities management, challenges because it will enhance management performance and that there should be good communication among practitioners.*

**KEYWORDS:** Professional Inputs, Facilities Management, Corporate Organizations, Port Harcourt

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### 1.0 INTRODUCTION

Facility management practice is relatively new in several nations in Africa including Nigeria. The facilities management discipline is still considered to be developing and several developing countries are yet to fully benefit from its practice (Goyal and Pitt, 2007; Mudrak, Van Wagenberg and Wubben; 2004). According to Oladokun (2011), the activity of "facility management (FM) has hitherto been known and commonly embraced as the art of property management that involves the application of knowledge to care for buildings and its components with the view of securing returns from the investment."

According to Alexander (2003), "organizations over the years have been conscious of the need to direct their core business activities and to reduce the high cost of occupying buildings, providing services that support business operations and improving the working conditions of its assets as to sustain productivity in their activities leading to the development of FM." Moore and Finch (2004) stated that the development of facility management (FM) involves the coordination and management of all noncore specialized services of an organization including the building and their systems; plant, IT equipment and fittings with the overall goal of assisting any organization to

achieve its strategic objectives

In recent times, the importance of FM has been recognized all over the world as a result of its usual practice in business organizations in developed nations including the United Kingdom and USA (Mudiak et al., 2004). For instance, where facility management is outsourced with the intent of actualizing the most cost effective service, professional inputs are often required to provide proper guidance. According to Robert (2001); El-Haram and Agapipu (2002); and Mudriall (2003) the growth of FM is attributed globally to the acceptance of the practice of outsourcing services in the private and public sectors. In the 1970s, outsourcing services in the UK was seen as a main cost-reduction initiative (Nazali, Noor and Pitt, 2009). Outsourcing services practice is described as the management of cost efficiency among organizations who desire the productive use of building assets as workplace (Varcoe, 2000). FM is one of the fastest growing professions in the UK (Nazal et al., 2009) and is gradually gaining popularity in Nigeria and Africa.

Therefore, the awareness created from facility management, Kaya, Heywood, Arge, Brawn and Alexander (2004) advocated that as a demonstrated contribution to achieving business objectives, every facility should be strategically planned to align to the business needs. Nazali et al (2009) stated that the multi-disciplinary nature of FM as a profession requires a wide range of skills and knowledge from various professionals such as Estate Surveyors and Valuers, Architects, Engineers and Business Manager. Facility management as a profession focuses on integrated management of workplace to enhance the performance of the organization (Tay and Ooni, 2009), and it encompasses a very broad range of possible activities (Chotipanich, 2004). Nazali et al (2009) opine that effective FM encompasses multiple activities under various disciplines, combines resources which are vital to the success of any organization.

Consequently, the role of a facility manager requires a given level of competence and capabilities in order to handle facilities and such required skill sets have been documented in advanced countries like USA and UK with the possession of sound professional training. Yet globalization has necessitated the standardization of practice, products and services to open the investment environment in Nigeria to global participation by foreign investors. Corporate bodies in Nigeria mis-manage their facilities leading to deplorable conditions, which cause their gradual collapse, due to neglect, lack of refurbishment or renovation work done on them to revive them from degenerating.

It is against this background that, this study examined the implication of professional inputs of the facility management team and its role in corporate organization in Port Harcourt, Rivers State.

### **Aim and Objectives of the Study**

This study examined professional inputs of facility management team and its role in corporate organization in Port Harcourt, Rivers State. The specific objectives of the study are to:

- Ascertain the extent professional input bring about effectiveness in facility management
- Ascertain adequacy of the resources allocated to facility management.
- Determine the level of modern facility automation in facilities managed by professionals.
- Examine the methods adopted by professional facility management
- Ascertain end-users' satisfaction of facilities managed by professionals.

**Research Questions**

- To what extent does professional input bring about effectiveness in facility management?
- How adequate are the resources allocated to facility management?
- What is the level of modern facility automation in facilities managed by professionals?
- What method of facility management does professional facility management adopt?
- How satisfied are the end-users of facility managed by professionals?

**LITERATURE REVIEW****Concept of Facility and Facility Management**

This section reviewed literature on the concept of facility and facilities management.

**Concept of Facility**

Marrow (1971) defined 'facility as warehouses, laboratories service area and auxiliaries like corporations, waste disposal, etc exclusive of all production and non-production equipment.' This definition considered facility as equipment not directly related to core production operations, but serve only as service or auxiliary equipment to enhance performance of the major production lines.'

McGregor (1989) defined 'facility as any supportive infrastructure necessary for the organization to achieve its set goals. The definition sees facility as any useful and tangible asset. In relation to real estate' Udechukwu (2008) stated that 'facilities consist of those equipment that enhance the utility, enjoyment, safety and convenience of the occupants; like power generators, air conditioning systems, lifts, pumps, sewage treatment systems, security gadgets.'

**Facilities Management**

Facilities management as a multidisciplinary profession carries many operational definitions depending on the local culture, organization's interest and personal interest of people.

Barret (2003) defined 'facilities management as a strategically integrated approach on maintaining, improving and adapting the building and supporting services of an organization in order to create an environment that strongly supports the primary objectives of an organization.' Similarly, Alexander (2003) defined 'facilities management as the process by which an organization delivers and sustains support services in a quality environment to meet strategic needs.'

IFMA (2003) defined 'Facilities Management as the practice of coordinating the physical workplace with the people and work of the organization.' The above definition aligned with the library of congress definition cited in Mustapa and Adnan (2008) defined 'facility management as the practice of coordinating the physical workplace with the people and the work of the organization, integrating the principles of business administration, architecture and behavioural and engineering sciences.' The broad definition encompasses the functional professions of many persons who are involved in facility management.

Tay and Ooni (2007) defined 'FM as an integrated management of the workplace to enhance the performance of the organization. This definition provides a clear direction on the objectives and scope of facilities management.' Becker (1990) stated that 'FM is concerned with the "hardware" such as buildings, furniture and equipments' Alexander (2003)

included the software, people, process, environment, health and safety as the responsibilities of FM. Others have taken the definition further by expanding the scope of FM to cover the entire property lifecycle of designing building, financing and operation (Tay and Ooni, 2001).

### **Empirical Studies**

Mustapa and Adnan (2008) studied the challenges and opportunities of facility management in the property sector in Malaysia. The study adopted survey research design and face to face interviews, observation and questionnaire for primary data collection. The study revealed that traditional property management techniques were predominantly applied as compared to integrated FM system. The study further revealed that lack of local expertise, disaggregated deployment of specialists, needs focusing on elaborate and expensive facilities, providing a working environment and the integration of facilities manager's roles to support organization as the challenges identified. The study concluded that facility management system should be practiced in the property management sector as it is fully matured.

Osagie (2004) conducted a study on the problems associated with the management of facilities in public enterprises in Lagos, Nigeria. The study was a descriptive survey using descriptive statistical tools for data analysis. The study revealed that conception of ideas, planning and operational problems, funding, employment of the right professionals, frequency in the change of management staff and training inadequacy of facilities managers are problems identified. The study showed that in corporate organizations, facilities are included in administrative budget as sundry expenses as they are viewed as support infrastructure to assist organization.

Akiolu (2005) carried out a study of facility management in the banking industry in Lagos, Nigeria, with the purpose of identifying the proper decision making tools to implement facility management and to expand existing procedures in any organization. The study adopted Associated Returns on Investment Analysis (ARIA) and a cost benefit analysis (CBA). The study concluded that the benefits of facility management to organization should be greater than the cost of procuring the system.

Oladokun (2012) examined a study of facilities management in Nigeria. The study aimed at examining the professional practice background of facilities managers by ensuring professional image and competency is rightly portrayed to the public that receive the services. The study was a quantitative research using questionnaires administered to 150 facility managers in Lagos state, Nigeria. The findings show that the nature of FM is multidisciplinary including Estate Surveyors and Valuers, Architects, Engineers, and Quantity Surveyors. Further, the study reveals FM is practiced using standard information, training of additional practitioners as well as adopting benchmarking performance. The study concluded that FM is currently in its infancy and an interdisciplinary profession dominated by young professionals. The study recommended the need for effective nurturing of professionals to mature stage as observed in the developed countries.

Bagshaw and Peters (2015) examined the relationship between facilities management and its effectiveness in the manufacturing sector in Rivers State, Nigeria. The study adopted a survey research design and primary sources of data collection. The findings showed that there is a strong relationship between facilities management, including assets management and firm's performance with F-value of 0.9939 and t-value of 46.76. The study recommended that organizations should conduct regular inspection of facilities in order to prevent any unforeseen circumstances and to avoid any breakdown of facilities through corrective repairs and keeping of proper records.

Mike (2015) conducted a study on effective facilities management through management information system in Abuja, Nigeria. The study found that the use of information technology is essential for the success of FM task which facilities managers can apply without keeping track of work manually, but the use of spreadsheet for routine and preventive maintenance task. The study further shows that computer is applied in space design, monitoring construction work, allocation, strategy, property asset management, maintenance and post occupancy evaluation, inventory, computerization and office automation, support services management etc. The study concluded that high quality professional should be used to handle facilities management activities with effective computer application.

Eke (2015) examined the challenges of facility maintenance of building infrastructure in Rivers State, Nigeria. The study utilized both secondary and primary sources of data, International Facility Management Association best practices, personal experiences, research reports and interviews with professionals. The findings revealed that the challenges of facilities maintenance in Nigeria include paucity of knowledge, the inability to functionally sustained building infrastructure and loss of economic benefits. The study concluded that effective building infrastructure facility maintenance practice requires a better understanding of the building design and use, material usage, customer's requirements and proactive management of changes, defect diagnostic ability and sustainable needs as facility manager.

## METHODOLOGY

The study adopted a survey research design. Five (5) corporate properties including Bank, Hotel, Shopping Mall, Manufacturing Company, and Telecommunication Service Provider were purposively selected for the study. They include Port Harcourt Shopping Mall, Hotel Presidential, First Bank regional office, MTN regional office and Dufil Primas Foods Ltd. The total population of the five organizations selected for the study is three hundred and fifteen (315). The population of each of the five organizations is as follows: Port Harcourt Shopping Mall is eighty (80), First Bank Regional Office is thirty five (35), MTN Regional Office is forty (40), Dufil Primas Foods Ltd is fifty (50) and Hotel Presidential is one hundred (100). The Taro Yamane formula was applied to derive the sample size of 132 respondents (See Table 1). The study adopted purposive sampling technique to select the five corporate organizations and used the simple random sampling technique to select the 132 respondents in the five organizations. The study utilized primary and secondary data sources. The primary data were obtained with the use of questionnaire and interview. One hundred and thirty two questionnaires were distributed to respondents and 108 questionnaires were retrieved. The derived data were analyzed using frequency and percentage and presented with pie and bar charts.

**Table 1: Questionnaire Distribution and Retrieval**

Sampled Companies	Distributed		Retrieved		Not Retrieved	
	Freq	%	Freq	%	Freq	%
Port Harcourt Shopping Mall	32	100.0	28	87.5	4	12.5
Hotel Presidential	40	100.0	32	80.0	8	20.0
MTN Regional Office	16	100.0	13	81.25	3	18.75
Dufil Primas Foods Ltd	20	100.0	17	85.0	3	15.0
First Bank Regional Office	24	100.0	18	75.0	6	25.0
<b>Total</b>	<b>132</b>	<b>100.0</b>	<b>108</b>	<b>82.0</b>	<b>24</b>	<b>18.0</b>

## RESULTS AND DISCUSSION

### Professional Inputs bring about Effectiveness in Facility Management

Figure 1 indicated 82% of the respondents agreed that their facilities are managed, while 18% affirmed that their facilities are not managed. This shows that professional inputs are made in the facilities management of corporate organization properties.



Source: Field Survey, 2019

**Figure 1: Indication of Facilities Effectiveness being Managed**

### The Extent of Effective Management of Facilities

Figure 2 showed that 56.4% of the respondents assert that their facilities are fairly managed while 17.6% said that their facilities are effectively managed to a good extent, and 11.1% affirmed that their facilities are excellently managed. Figure 2 further revealed that 14.8% of the respondents affirmed that their facilities are poorly managed. The study found that facilities in corporate organizations properties are fairly managed to reflect the professional facility management inputs put in place. It implies that main responsibilities of facility managers as their professional input include planning, delivering and developing services that conforms to international standards of safety, health and environmental issues.



Source: Field Survey, 2019

**Figure 2: Extent of Effective Facilities Management**

Furthermore, there are indications that funding of maintenance depends on how effective and efficient the management is towards their maintenance policy

Further interview reveals that there are skilled staff for the facilities with professional knowledge in facility management. Skilled staff are important in facility management as they determine the quality and effectiveness of management. These were visible in Hotel Presidential, Port Harcourt Shopping Mall, MTN and First Bank as there was proactive responses to complaints. It implies that this was usually feasible because of the management approach to maintenance with the planned preventive method.

### How Adequate are Allocated Resources to Facilities Management

Figure 3 indicated that the allocated resources to facilities management are inadequate representing 82.4%, while 17.6% of the respondents indicated that the allocated resources are adequate. Inadequate funding, machineries and materials for routine and miscellaneous duties are often over-looked upon affecting the quality level of products and services provided in the corporate organizations.



Source: Field Survey, 2018

**Figure 3: Adequacy of Allocated Resources to FM**

### The satisfaction End-Users derive from the facilities managed by professionals

Figure 4 revealed that 69.4% of the respondents stated that end-users' of the facilities were satisfied, 30.6% of the respondents indicated that they were not satisfied. It implies that the role of facilities management is to satisfy the end-users of the facilities and it shows that most of the users' requirements were met. The facilities users include staff, machines operators, distributors and customers.

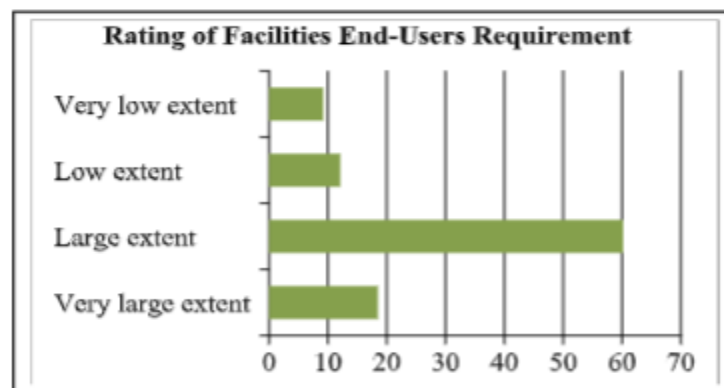


Source: Field Survey, 2019

**Figure 4: Facilities Users Satisfaction Requirements**

### Extent of Facilities End-Users Requirements

Figure 5 shows the extent of facilities end-users requirements with 60.2% of the respondents rating their satisfaction to a large extent, while 18.5% rated it to be at a very large extent. The figure also revealed that 12.1% of the respondents said that the end-users requirements are satisfied to a low extent, while 9.2% asserted that facilities users requirements are satisfied at a very low extent. It shows that most of the end-users of the facilities responded positively to facilities users' satisfaction requirements, which has a direct influence on the attitude of the staff to their work and the output of the organizational productivity indicating a vital role of the Facilities Manager.



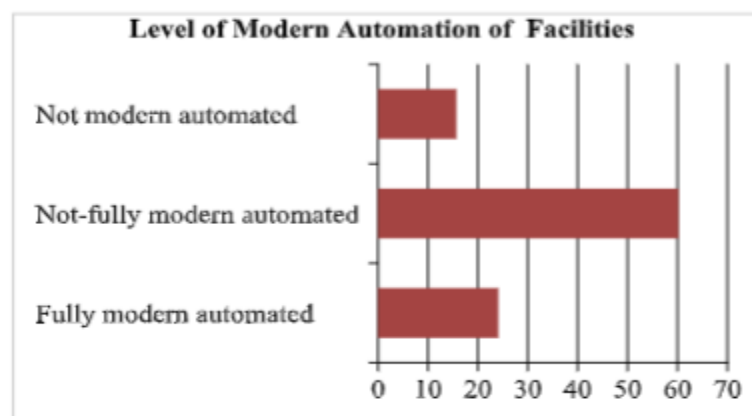
Source:: Field Survey, 2019

**Figure 5: Rating of Facilities End-Users Requirement**

### The level of Modern Facilities Automation

Figure 6 showed that 60.2% of the respondents affirmed that the Organizations are not fully automated with modern facilities, while 18.5% asserted that their facilities are fully modern automated, and 15.7% of the respondents affirms that their facilities are not modern automated. It implies that the use of computer and other sound modern technology has increase which will invariably affect the level of production positively.

An in-depth interview conducted in the corporate organizations revealed that some of the firms have sophisticated machines to aid production, but when they break down, they are packed up and abandoned due to incompetent professionals.



Source: Author's Field Survey, 2019

**Figure 6: Level of Modern Automation of Facilities**

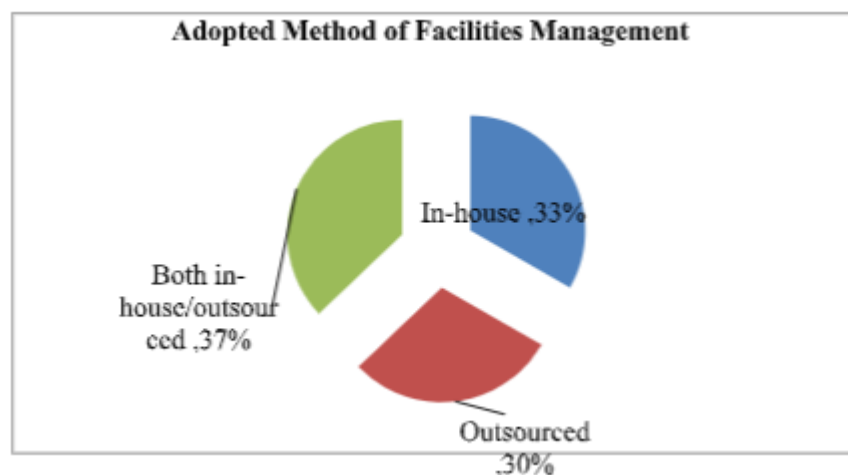


Other interviews reveal that they cannot afford the required fees by the professionals to run these machines and services at the appropriate times. In order to confirm that the facilities are not fully modern automated, it was observed that in Port Harcourt shopping mall, the staff were still delivering goods with manual truck rollers for customers. At MTN, the staff were still directing customers to the appropriate officers they wanted to visit. At Hotel Presidential, porters were seen carrying customers luggage manually.

### Adopted Methods of Facilities Management

Figure 7 indicated that 37.1% of the respondents affirmed that their organizations adopt both in-house and outsourced methods of facilities management, while 33.3% asserted that their organizations use in-house methods, and 29.6% said that the organizations adopt outsourced methods of facilities management.

An in-depth interview conducted reveals that most organizations adopt both in-house and outsourced methods of FM because the work that in-house staff is incapable of handling the outsourced personnel been an experienced professional handles most complex maintenance works. But this is usually very expensive and it's used for highly specialized facilities. Also, in-house maintenance was undertaken by their technicians to handle the most routine maintenance problems which are cheaper and keeps maintenance cost at its minimum.



Source: Author's Field Survey, 2019

Figure 7: Adopted Method of Facilities Management

## CONCLUSION AND RECOMMENDATIONS

The study examined the impact of professional inputs of facility management team and its role in corporate organization properties in Port Harcourt, Nigeria. The findings revealed that the professional inputs of facility management team and its role in corporate organizations properties management include development, co-ordination and management of all core and non core areas of specialist activities together with the building and its systems, plant, ICT, equipment and fittings with the aim of assisting corporate organizations to achieve its strategic objectives. The study therefore recommends that the emerging trend in the demand of model facilities should anchor on continuous up-grading of facilities and its services, Management should introduce modern technology in tackling facilities management challenges in order to enhance management performance and good communication among practitioners

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